secret

AMERICAN REVOLUTION BICENTENNIAL

1776-1976

july 1976

dda exchange

"All our actions should be regulated by one uniform Plan—& that Plan should have one object only in view, to wit, the good of the Service. Where this is the case, although there may be a diversity of opinion, there can be no real obstruction.—I hope all these little rubs will be done away by your prudent management."

G. Washington

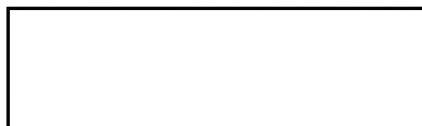George Washington in a letter to Brig. Gen. Varnum, 4 November 1777

25X1

staff

index

NATIONAL SECURITY INFORMATION

Unauthorized Disclosure Subject to Criminal Sanctions

25X1

comment

George Bush
Director

It is a real pleasure for me to write a few words for *Exchange*. I am deeply committed to the premise that we in the Agency must have better communications with one another. I believe that innovative approaches such as this magazine are just the sort of thing that we need to stimulate discussion and provide a sounding board for new ideas.

In the months since I became Director, I have been continually impressed with the quality of the people in this Agency. There is a great willingness to think about new ways to do things; to try new approaches.

Flexibility and imagination have always been the hallmarks of the Agency, and I hope all of you will join me in ensuring that we continue to go forward with the same spirit of dedication.

I have had some opportunity to travel around the country as Director, and I have everywhere found a great reservoir of support for the Agency. The American people do understand the need for intelligence, and they realize how difficult and demanding our task is. I am very proud to be part of the Agency and very happy to be working with you.

25X1

vol.1, no.2

THE DDA . . . 200 YEARS AGO

25X1A

Since this issue coincides with the Bicentennial celebration, it might be fun to look at the Revolutionary War period and see how the DDA might have done. Credit for the following must be given ⬚ Curator of the Historical Intelligence Collection.

Personnel

George Washington insisted that personnel engaged for the Intelligence Service be men of "inginuity and integrity." It is clear that he sought out specialists for assignments when such skills were needed. An example was James Bowdoin, a scientist of some renown who was sent to Halifax, Nova Scotia, for information on fortifications. Bowdoin returned with detailed plans of the harbor, including water depths. General Washington insisted that American intelligence personnel be those "suitable persons . . . to whom a confidence may be reposed."

Security

The Continental Congress exercised strict security in regard to intelligence, to the point of maintaining a "Secret Journal" of proceedings which could not be made public, of hearing certain reports under injunction of secrecy, of deleting names of intelligence sources from reports presented for their attention, and of adopting a resolution signed personally by members present declaring that any member of that body guilty of unauthorized disclosure of secrets would be expelled and declared an enemy.

On the military front, General Washington resorted to severe penalties including the lash for security violations. Washington's interest in security, in secrecy, is reflected in the following quote. "The necessity of procuring good intelligence is apparent, and need not be further urged—all that remains for me to add is that you keep the whole matter as secret as possible. For upon Secrecy, Success depends in most enterprises of the kind, and for want of it, they are generally defeated . . ."

Communications

The use of codes and ciphers was not a new experience for American intelligence during the Revolutionary War. Codes and code books were devised. Robert Morris devised a cipher for communication with George Washington. Unfamiliarity with dealing with codes and ciphers is best expressed by the Marquis de la Fayette in a postscript to a message: ". . . I beg you to excuse the awkwardness and the bad construction of my ciphers; I am very new at this business, and I fear I have made them as unintelligible to you as they would be to Mylord Howe . . ."

Training

It has been said that after the ill-fated mission of Captain Nathan Hale into British-occupied New York, George Washington vowed that never again would an agent be dispatched without proper training, mission instruction, and preparation. Giving instructions for an intelligence operation, Washington advised General Mifflin to get the proper persons to undertake the task, and to set about immediately giving the persons proper lessons. Washington's wartime correspondence reflects his strong advocacy of intelligence tradecraft. A number of his letters give effective guidance on double agent operations, intercepting of British intelligence pouches, flaps and seals, secret writing, etc.

Finance

Although the Board of Treasury of the Continental Congress suffered from what has been kindly referred to as "imperfect management," George Washington imposed strict accountability on funds used for intelligence. At the conclusion of the conflict, Washington submitted his accounting, including, in a sense, a covert payroll in that Washington declined to insert the names of agents to whom payments had been made. The intelligence-related "early warning" ride of Paul Revere was followed by a detailed travel voucher claiming expenses, including per diem. The voucher was not approved for some months, and

then only after his per diem was reduced from five to four shillings a day.

Computer Support

Many classical techniques of data arrangement and tabulation were in existence during the American Revolution. General Washington instructed one of his intelligence officers to "make out a table or something in the way of columns under which you might range their (the enemy's) magazines of forage, grain and the like, the different corps and regiments, the Works, where thrown up, their connexion, kind and extent, the officers commanding with the number of guns, etc." This instruction was followed by a sample form devised by Washington to be used in the tabulation of intelligence data.

Medical Services

Congress established the post of Director General of Hospitals. The Directors, during the war, struggled with lack of medical personnel, inadequate supplies, and small

appropriations by the Continental Congress.

In the foreign intelligence area, the first secret intelligence agent employed in Britain by the Committee of Secret Correspondence was Arthur Lee, M.D., and the "sympathetic stain" (secret ink) used by Washington in agent communication was the creation of James Jay, M.D.

Logistics

Covert procurement during the Revolution was handled by the "Secret Committee" of the Continental Congress. The Committee had wide powers and large sums of money and was charged not only with procurement of military supplies, but also their distribution to the military forces, the colonies, and the privateers. It kept its transactions secret and even destroyed many of its records to assure that the confidentiality of its work was maintained. It employed agents in Europe to arrange the secret supply of war material, secured assistance from the French through a cover

company, and gained necessary supplies and assistance from the Spanish in New Orleans and elsewhere.

The above, of course, are vignettes of administration of intelligence during the Revolutionary War. They are sufficient to reflect certain consistencies despite the passing of 200 years.

25X1

25X1A
EO-DD/A

Below—Paul Revere's travel order
Right—His travel voucher

forum

"Administration is . . ."

training

THE MEDIA CENTER

25X1A

Have you ever seen a board-walk? Have you ever seen a butter-fly? Have you ever seen a Media Center? Why not? It's there in GJ-68 Headquarters. The Media Center opened in January 1975 and is available for your benefit 24 hours a day.

Your benefit is the improvement of your mind by means of a self-study program. By using the audio or video equipment available you can become acquainted with subjects such as Management by Objectives, Speed Reading, Communicating Successfully, Effective Writing and others that can lead you into the world of knowledge in a most delightful way.

Or do you have that unquenchable desire to delve into the exotic languages of the world? Don't waste your lunch hour with plain food but partake of the food for the mind and listen to that language on the audio cassettes.

25X1A

25X1A

25X1A

Maybe your shorthand has fallen off and the need to keep your hard earned skill up to par is your desire. The Media Center can help you with timed practice tapes.

Perhaps that routine conference can be livened up with the aid of a videocassette and the Media Center's mobile unit. As the title suggests the unit is self-contained and completely mobile within the Headquarters Building. A call to the Center (⬚⬚⬚) a few days in advance to reserve the unit is all it takes to get everyone's undivided attention at that all important meeting.

All you ever wanted to know about the computer is available on videocassettes. Under the auspices of OJCS, the Media Center is well supplied to take you where you need to be in this field. There is also a new program starting soon on a trial basis—the *Focus* programs put out with the combined efforts of the Brookings Institution and The Carnegie Endowment for International Peace.
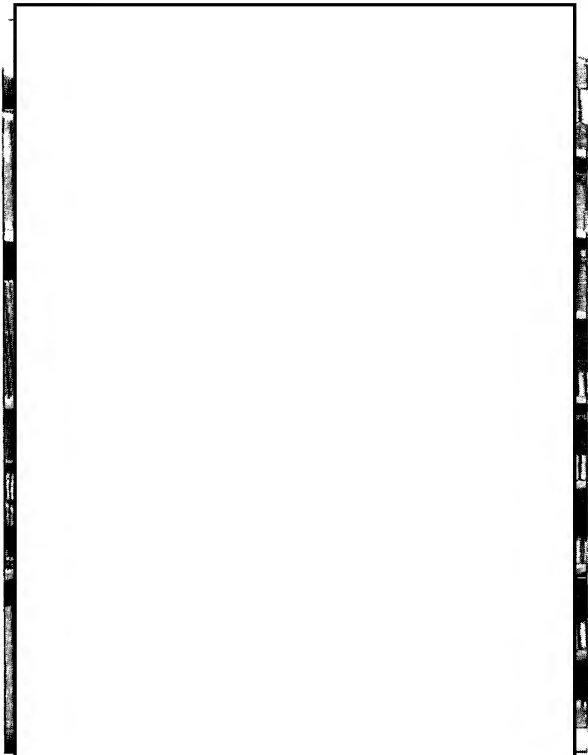
Other programs offered in the Media Center are listed in the *OTR Catalog of Courses,* available through your Training Officer.

25X1

Your good ideas will be considered to improve the Media Center's services to you, the CIA employee.

25X1A

communications

WHEN IS A COMMUNICATIONS SYSTEM SECURE?

A simple answer to the question is that when undetected and unauthorized access to the communications system is practically impossible, the system is secure. It is the responsibility of the Director of Communications to minimize the possibility of Agency communications systems becoming insecure.

There are a variety of ways in which a communications system may become insecure; through human factors, through cryptanalysis, through application of sophisticated technology or a combination thereof. A degree of vulnerability exists in one or more of these areas for each communications system used to meet Agency communications requirements.

A typical staff communications terminal overseas is operated by OC careerists cleared and indoctrinated to handle all categories of classified material. As the staff communications network is an all source network, the average communicator in the field holds an impressive list of special clearances and a heavy responsibility. OC employees who operate the staff communications network are thoroughly trained and indoctrinated by OC in the communications security aspects of their profession.

Only U.S. COMSEC cryptographic systems are employed within the staff network with all the attendant physical and

technical security controls established through the national policy body, the United States Communications Security Board, and defined and interpreted for the Agency by the Communications Security Staff of OC.

The types and level of protection afforded covert communications systems are, to a much greater degree, dependent on human factors and the operating environment.

A unique combination of authorities and responsibilities reside in OC which require it to maintain special capabilities to provide code and cryptographic systems for covert communications. Pencil and paper and code systems are proved and provided by the COMSEC Staff. Covert communications systems employing special equipment are the product of the blend of operational and technical experience and expertise contained within the Office. A variety of Agency-unique communications systems, developed by OC, are employed in the majority of covert communications requirements.

The users of covert communications systems are characteristically from a non-technical background and unfamiliar with communications systems. Also, the time available to train individual users is usually

limited. A significant COMSEC concern with users of covert communications systems is that with the passage of time instruction is forgotten and communications security discipline relaxes, thus increasing the risk of discovery and compromise.

User discipline in covert communications becomes even more important when the covert communications system is a commercial privacy device issued to provide limited protection to unclassified conversations. Such devices can be easily exploited by modern cryptanalytic techniques. As long as the user appreciates the limited degree of protection afforded his communications and restricts both the duration and sensitivity of communications, the risks are minimized.

Covert communications systems issued to process sensitive operational information and classified information are, in the majority, equivalent to U.S. COMSEC systems both in their cryptographic integrity and TEMPEST/EMSEC security. The COMSEC tradeoffs are primarily in the

physical security controls and protection which are limited by the operational environment.

Making undetected unauthorized access to Agency communications systems a practical impossibility is a cooperative effort on the part of many OC and Agency employees. The job would be much more difficult and the COMSEC effort much less effective without the cooperation of both users and developers of Agency communications.
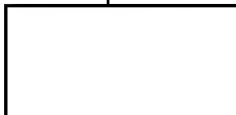
25X1A

25X1A

logistics

IT'S YOUR MOVE

In the spring of 1973, senior DDA managers decided to relocate facilities that were housed in the Magazine Building. That relatively simple, straight forward decision started a chain of events that resulted in the acquisition of 100,000 square feet in the [ ] Building, renovation of 66,000 square feet in the Ames Building, reallocation of about 13,000 square feet in Key and Chamber of Commerce Buildings and the eventual release of more than 20,000 square feet in Headquarters Building DDA Offices.

25X1A

The Magazine Building lease expiration date of November 1975 set the preliminary goal for a moving date and set into motion the four typical stages found in all major space reallocation projects.

Stage One—Site Selection and Occupancy Studies:

While GSA searched the Northern Virginia market, occupancy studies were be-gun. Some six buildings were examined, each generating a unique master plan for occupancy and associated backfilling of existing buildings. The [ ] was selected to become an all DDA occupancy—the major elements of OL, OC, and OJCS would move from Ames, Magazine, and Headquarters Buildings while elements from the DDI and DDO would be relocated in Ames and Key Buildings.

25X1A

Stage Two—Detailed Space Planning of [ ]

25X1A

In conjunction with OC and OS, Real Estate and Construction Division, OL, consulted with the selected occupant organizations, preparing architectural layouts with construction, security, communication, and interior design details being developed. Final drawings were given to GSA for construction negotiations and procurement action for special equipment and furniture was begun.

25X1A

Stage Three—Phased Construction and Coordinated Moves into [ ]

To shorten the traditional sequential process, stage three was divided into three phases wherein, upon completion of a construction phase, detailed plans for telephone installations, furniture moving, and guard post activation were scheduled and, as soon as feasible, implemented.

Stage Four—Relocation and Renovations in Rosslyn and Headquarters:

Stage four encompassed planning similar to the first three stages—occupancy studies, detailed space planning and phased construction—without the complications of negotiating a new lease and installing new communications and security equipment. However, it was dependent on [ ] progress and had to be coordinated with [ ] efforts to utilize the same limited resources in the most beneficial way because design and construction overlapped the latter phases of stage three.

The relocation of approximately 600 work stations from Rosslyn and Headquarters to [ ] has been successfully concluded. Work continues on schedule in Rosslyn to relo-

cate the remaining occupants of the Magazine Building before the extended lease expires in August 1976. More than 480 work stations with accompanying files, libraries, and terminals will be relocated in external buildings under stage four. Renovations to backfill vacancies at Headquarters are under way but are complicated by changing space requirements. Logistics Services Division, OL, estimated that about 73,000 square feet would be modified and 600 work stations would be moved in Headquarters as an outgrowth of space allocations made in the wake of the [ ] project . . . All this is to be done at night and weekends in addition to the normal routine moving requests which average 10 to 12 work stations a day.

Before stage four planning for backfilling Headquarters was completed, a new cycle began with the decision to establish separate facilities for the Intelligence Community Staff. A new cycle of four stages to be developed by the DDA team. [ ]

25X1A

25X1A
25X1A

25X1A

25X1A

25X1

25X1A

personnel

A FEW AMONG MANY . . .
THE HANDICAPPED PROGRAM

It is said that about 12 million Americans are physically handicapped—a few among many. It is also said that about 90 of these citizens are employed by the Agency—a few among many. It is further said that about 18 are employees of the DDA—a few among many.

How do we go about increasing the ratio of the few employed to the many employed? A big step was to get the law on the side of the handicapped citizen—to require that employers not only adopt a non-discrimination stance, but also take *affirmative action* on behalf of handicapped persons. The law exists, affirmative action plans abound, and architectural barriers are coming down all around us. These are excellent and commendable actions; but, what about one of the biggest barriers of all? Attitudes—of managers, of employees, and yes, sometimes of handicapped persons themselves —continue to be one of the most difficult areas to deal with.

One way to start is to get to know persons who have handicaps—and to learn that, aside from some physical differences, we are all alike in most of life's important aspects: we go to school, learn trades and professions, desire to be independent and to take care of ourselves, have desires, ambitions, and dreams, and are capable of doing work for which we have been trained and educated—handicapped and non-handicapped alike. In the DDA, we think we're proving this point. While the number is small, we believe the quality is great and no doubt those of you who have co-workers with handicaps can testify to this. Since the formal inception of the program in July 1974, six of the 17 persons with some degree of handicapping condition who have joined the Agency were hired by the DDA— One of the gratifying results is the interest employees have shown in learning sign language in order to be able to communicate effectively with their deaf co-workers.

HIRE
THE HANDICAPPED

This poster was a winning entry in the PCEH-AMVETS National Poster Contest
Artist   Julie Takahashi

In OJCS, OP, and OS employees are learning sign language, either on their own, from their deaf co-workers, in Agency-sponsored outside courses, or more recently, in a formal in-house course. An OS employee provides sign language interpreter services for applicant interviews, escorting and assisting them through various appointments, and assisting them through the entrance on duty processing. OJCS has purchased a telephone attachment (TTY) which helps their deaf employees to communicate with the office from their homes. The OTR Media Center has initiated action to obtain instructional sign language material for the Center. OL and OC have submitted requirements to OP to fill specific jobs with individuals who have handicaps. So we are making progress—and the more experience we have in working with and getting to know persons who have handicaps, the more likely it is that the attitudinal barriers will also come down. With the example set by these several DDA Offices and employees, and with the advice and assistance of the newly-formed Handicapped Program

25X1A

Advisory Committee (HPAC), whose DDA representative is [   ] of OTR, we will continue our progress.

The Coordinator and the HPAC welcome ideas, suggestions, and comments from all, but especially from those DDA employees with handicaps who might wish to share their experiences in the world of work so that others may benefit. Anne can be

25X1A
25X1
25X1A

reached on [   ] and the Co-ordinator on [   ]

[   ] OP

finance

FINANCIAL MANAGEMENT AND THE COMPUTER

The most obvious and recent change in financial management has been the expanded and intensified use of the computer in major Finance functions. The payroll function, the budget process, commercial

contracts and invoices and other areas are increasingly affected by computer applications. And, in the accounting field, OF is preparing to implement one of the most advanced and comprehensive automated accounting systems in the federal government. Even at the individual level, Finance professionals are turning to the computer as a creative tool to help get their jobs done.

The traditional skills fields for the Finance professional—accounting, budget, monetary, certification and audit—have been supplemented by a new and equally significant field we call "systems." A few Finance careerists are directing their career development toward a prolonged period as systems specialists, just as they might be payroll or budget specialists. Most, however, look upon systems as one of the several disciplines necessary to a well-rounded Finance professional, and relevant to most of the jobs they may have in other functional areas of OF.

As the significance of systems knowledge grew for Finance careerists, it became

apparent to OF management that no course existed which provided solid instruction in the computer and systems concepts as they relate to finance and financial management in the Agency. Three years ago, in cooperation with the Information Science Training Branch, OTR, a new course was designed to fill this need.

The course, Information Science for Financial Management (ISFM), taught jointly by OF and OTR, is intended to provide Finance careerists—and other DDA personnel—with a firm understanding of the following four areas within the context of financial and administrative management:

Basic EDP and systems concepts, computer logic, and systems analysis and information science techniques as problem solving tools.

The potential and limitations of the computer—when to use the computer and when not to.

Development, design, programming and implementation of a system in the time sharing environment.

The ability to communicate effectively with computer and systems professionals, both as to concepts and terminology, to define and resolve financial and administrative problems.

The ISFM Course has been presented three times since 1973. Each running has resulted in refinements and improvements to the course, most based on student recommendations. As a result, the original four weeks at the Chamber of Commerce Building has evolved into an intensive three week course [   ] once a year. Student enthusiasm has evolved as well. In the first offering of the course, some of the most creative course work was done on kitchen tables after dinner at home. In the most recent running, student teams worked far into the night and two especially eager learners kept one bleary-eyed instructor going 24 hours straight.

25X1A

25X1A

Some students in the first three runnings of ISFM have subsequently made significant contributions in various areas based on knowledge gained in the course. Others have used this knowledge to resolve specific problems in their own assignments, or to supplement existing computer support of their jobs. But more important, all have left the course with a new or substantially enhanced ability to communicate with computer and systems professionals, and with much of the mystery of computers dispelled. They are not "computerniks" in three weeks, but they do understand this new field and its position in finance and financial management.

Attendance at the ISFM Course has been comprised largely of Finance careerists, but the course was designed with the total support function in mind. Students are welcome from other components and at all grade levels, especially junior and middle management levels. The Audit Staff and OL have been particularly active in sending their careerists to this course. The 1976 running of the ISFM Course will be 12

October - 2 November 1976. Further information is available from Analysis Branch/OF

25X1

25X1

25X1A

25X1A

25X1A

25X1A

computer support

GENERALIZED INFORMATION
MANAGEMENT SYSTEM

Do you have thousands of pieces of information that you need rapid access to? Do you often spend hours searching this information because of a variety of questions you receive? Are you frustrated because your set of information relates closely with data owned by others, and you are unable to bring the two together?

These are the types of questions that OJCS asks its customers when deciding if the GIMS software package can help solve their problem. GIMS (Generalized Information Management System) was written by ⬚ and OJCS has been using it since 1972. 25X1A

The characteristics that make GIMS unique are:

SECRET

User has access to his data via terminals.

Many users can be accessing the same files simultaneously.

An English-like language is available for queries and update.

One update or query transaction can cause many records in different files to be updated or searched.

There are now 19 computer systems supported by GIMS. The number of users connected to GIMS averages about 45 and during periods of high activity this number will reach 60. These applications fall into the categories of Business, Tracking and Analytical Systems.

Business Systems

Nine of the 19 systems support the administrative needs of the Agency. These systems update and provide information on budget data, inventory control, personnel data, contract data, badges, special clear-ances, and control of medical records. All but one of these systems directly support a DDA component.

Each of these systems has its own updating and reporting cycle, and yet they are dependent on each other for proper support. For example, a list of valid projects is maintained in the budget system. On a periodic basis, this file is passed to the inventory and personnel GIMS. The GIMS file also feeds data to non-GIMS projects.

Tracking Systems

GIMS projects are tracking work requests in OJCS and IAS/DDI and case processing in OS. These applications allow the user to update his files as work is received, processed, and completed. The user can check the status of any job or summarize the flow of work in a variety of formats.

Analytical Files

DDI components search GIMS files for information on foreign military targets,

foreign individuals and telemetry data of missiles. The analysts scan the files and ask questions on a wide variety of fields. For example, user analysts search foreign individual files and ask on-line questions on a specific name, organization, and location. The user is able to initially search the files within broad areas. He then is able to continually refine the search criteria until the correct population of records is selected.

The two concerns that any on-line user has are:

Availability—how often will I be able to access data?

Response Time—will there be wide fluctuations in the time that answers are returned to the terminal?

The issue of availability centers around the redundancy of hardware. Many "black boxes" serially connected together must operate correctly for the user to receive his data. Each component has a high reliability level, but the total reliability of the series of components is significantly lower. Redundant components are expensive and are difficult to justify when budgets are tight.

The changes in response time are primarily due to the number of users on the system. On-line systems have a maximum threshold of users. When the number is exceeded, response time increases. This condition is most obvious during budget exercises when a high volume of activity occurs in a short time span. A major hardware upgrade for GIMS users will occur this summer that should allow more users on the system with a more predictable response time.

In conclusion, the GIMS software has been used on a variety of user problems and OJCS projections show a continuous rise in the use of the software. It has proven to be a valuable tool by allowing users better access to their data. ☐ 25X1

☐ OJCS 25X1A

medical services

TERRORISM AND THE BICENTENNIAL YEAR

Opportunities for terrorist assaults on national and international targets abound during this Bicentennial year. Attractive targets include the Bicentennial celebrations, the Canadian Olympics in Montreal, and the presidential nominating conventions.

Across the country crowds are assembling for Bicentennial celebrations and virtually every head of state has been invited to participate in Bicentennial festivities both here and abroad. Americans living overseas are planning parties at embassies and consulates to celebrate America's 200th birthday.

No matter how well protected, a visiting head of state or a high-ranking U. S. official is still a prime target for a terrorist assassination or kidnapping. The kidnappings of the OPEC oil ministers in December are examples of the successful kidnapping of high level officials.

Often, however, potential victims are not as important as the message. A glorified public image, provided by the media, can encourage already existing subversive elements in a society. By taking advantage of the press coverage that accompanies historic events, revolutionaries committing violent acts prey on the fears of a nation. These acts are often designed to demonstrate a government's impotence and thereby cause people to lose confidence in their government.

Members of terrorist organizations around the world are, in many instances, well educated and from predominantly middle class families. The capabilities and motivations of these individuals vary. Doctors and lawyers and other professionals, such as those belonging to the "radical chic," often support terrorist-oriented organizations. In the United States the number of individuals dedicated to terrorism is small, but there are symphathizers who will hide

25X6

them and provide logistical support for mounting attacks.

Students of terrorism have been taught that there are numerous and easy ways to inflict considerable damage upon a nation—even to the point of bringing governments to a halt. In addition to the tried and true techniques of bombings, kidnappings, hijackings, and assassinations, there are other potential terrorist targets. For example, commercial airlines, nuclear power plants, electric power grids—especially key transformer stations—and large oil refineries, are possible targets for a revolutionary bent on achieving his goal through a terrorist act.

Obviously there is no easy way to eliminate the threat of terrorist attack. However, examining vulnerabilities and maintaining good intelligence as well as recognizing the importance of effective management of terrorist incidents, it may be possible to make terrorism more difficult and less successful.

25X1A

Editor's note: [ ] is a member of the **25X1A** OMS Task Force on Counterterrorism which provides behavioral science support in the management of terrorist incidents to appropriate Agency components and members of the Intelligence Community. **25X1A**

Photos furnished by OTS/DDS&T

25X1A

Next 1 Page(s) In Document Exempt

EAA—PAST AND PRESENT

Organized recreation and emergency financial assistance have existed in some form in the Agency since its beginning in 1947.

There have been a variety of names such as the Emergency Financial Assistance Program—1947 and 1948, and the CIA Recreation and Welfare Association—1951 to 1954. Emergency Financial Assistance became a separate activity with the formation of the Public Service Aid Society in 1953. The other activities continued under the name of the Potomac Recreation Association—1954 to 1962. The 25th Hour Recreation Association—1962 to 1964, and our current name and format under the Employee Activity Association since 1964.

The 25th Hour Recreation Association was the first organization to be governed by a board of directors, with the assistance of a coordinator and advisors from Cover, Medical, Security, General Counsel,

Finance and Logistics. The association directors were divided into athletic, cultural, social and special events categories.

In 1967 the EAA branched out into merchandising with two "Special Fall Sales." The first included luggage, sporting goods, portable typewriters, stereos, phonograph records and clocks. The second added fire extinguishers, hair dryers, Christmas cards, and fruit cakes.

In 1968 the Store went "full time," and it now encompasses over 95 brands including some 1500 items in stock, and . . . believe it or not, many of the items sold in our two "Special Fall Sales" are very much a part of current sales. Every Agency employee must have at least one piece of our luggage by now.

After eight years in Room 1J37, and many modifications, we are looking forward to a move to new quarters in GF40. We will have new lines of merchandise to offer in addition to a fresh new look at EAA Store merchandising for our members.

25X1A

The profit from the EAA Store, membership dues, and a limited number of small revenue activities, enables EAA to reimburse the Agency for EAA salaries, and provide financial assistance to clubs and activities. The 1976 budget for clubs and activities is in excess of $17,000.

Our activities and services are available in many outlying buildings through voluntary helpers. Our ultimate goal is at least some representation in all Agency buildings.

EAA's current services include: a year-round organized sports program, a wide variety of social and cultural activities, instruction in a variety of self-development and recreational activities, and tickets to a wide range of entertainment places and events.

In addition to merchandise in the Store, we also have automobile buying plans, travel, and buying club plans—all at discount prices.

It continues to be the goal of the EAA to provide our members with a complete and satisfying program of recreation and services.

OP

25X1

25X1A

innovation

There is something new under the sun.

EFFECTIVENESS EVALUATION

For years now the U.S. Government has wrestled with the problem of how it can evaluate the effectiveness and efficiency of its programs. The historical roots of effectiveness evaluation, however, are shallow because it is the other shoe in the Management by Objectives (MBO) process, and MBO in government was blessed as a program in April 1973. Evaluation for effectiveness itself can trace its legislative history back to 1974 with the passage of Public Law 93-344, known to some of you as the Congressional Budget and Impoundment Control Act. In that Act Congress stated that there will be a program review and evaluation of all government programs.

In November 1975, the Office of Management and Budget (OMB) issued a draft circular outlining the guidance on evaluation for government agencies. OMB sub-

scribes to the theory that there has to be some freedom to tailor the evaluation process to the ideosyncrasies of the agencies involved, provided there was an assessment of the manner and extent by which the agency achieved the results. Also, OMB wanted some judgment made, by whatever yardstick, of the effectiveness in terms of the cost and the value of the program to the government agency or the government at large.

A key point is to insure that the evaluation process be considered in the conceptual stage of planning for a program and, in fact, the evaluation process becomes an inherent and integral part of the program. Decision makers are encouraged at any and all levels to make certain that they have available to them the wherewithal to permit evaluation upon implementation of a program.

A second point, and a very major one, is that proper attention be given at the agency level to the administration of the evaluation process. This means giving clout to quali-

fied people so that their opinions will count. In doing so, one must remain vigilant to keep the evaluation process itself efficient.

A third item which the guidance from OMB suggested was that there be a focal point in every agency for evaluation. Obviously in our framework this focal point is intended to respond to external organizations who call in order to get the evaluation data. CIA, as an entity, must be prepared to produce an evaluation of itself and be able to present that to the President, OMB, the Congress and the General Accounting Office (GAO), if necessary.

Now, what are we in the DDA after? First of all, to be able to evaluate your effectiveness and your efficiency is part and parcel of the management process. The sheer joy of good management demands it. Secondly, CIA is running out of money. CIA will be forced to choose between programs, and it cannot make a choice unless it can evaluate. The burden is on you people to come up with a meaningful evaluation process which will give the DDA some means of scoring programs.

Evaluation itself is kind of the third piece of the triangle in the planning and budgeting cycle. You plan, you budget, and you evaluate, which permits you to move into your next cycle. In planning we establish our programs to solve our mission against set goals and objectives. It is output oriented. In budgeting we take a look at the resources and commit the dollars and the people against those programs to achieve those objectives. It is input oriented. In an evaluation you assess how well you did it. It is a very simple process, yet very complex to implement.

Hopefully, evaluation will permit us to rank order what we are doing in the DDA. And someday, we will get to the point where the programs on the bottom will be the ones to go. We have threatened this for years. There is a problem in doing it. The bulk of the DDA dollars and people are not tied into a checklist because we manage a lot of things by exception. Maybe the time

has come to put more of our dollars and people under objectives so that the evaluation process of those objectives can be neatly tied together. Effectiveness evaluation is here. ⌐_____⌐ Only)

John N. McMahon, AD/DCI/IC

Editor's note: Condensation of remarks made by former A-DD/A, John N. McMahon, at the DD/A Planning Team Symposium on 4 May 1976.

finance

GAS—THE NEW GENERAL ACCOUNTING SYSTEM

There's a new excitement in OF about a profound change that is about to happen. A new, computerized General Accounting System (GAS) has been developed and is in the testing phase with implementation scheduled for 1 October 1976.

This system has been under development since February 1974, and represents a major effort by personnel from OF and OJCS, working as a team, in producing what is reported to be one of the most advanced accounting systems in the government today.

GAS will bring to the Agency many desirable and innovative features. One of these features is a new key-to-disk data entry system which consists of video display terminals connected to a minicomputer. This data entry system will perform validation checks, data generation and other automatic functions which are not available in the keypunch data entry mode of the current system. These new capabilities will permit GAS to edit and reject erroneous data and thereby improve the accuracy and quality of financial data processed by the new system.

GAS will substantially reduce the need for recording repetitive data on vouchers. There are two major subsystems, the Obligation Data Base and the General Ledger

34
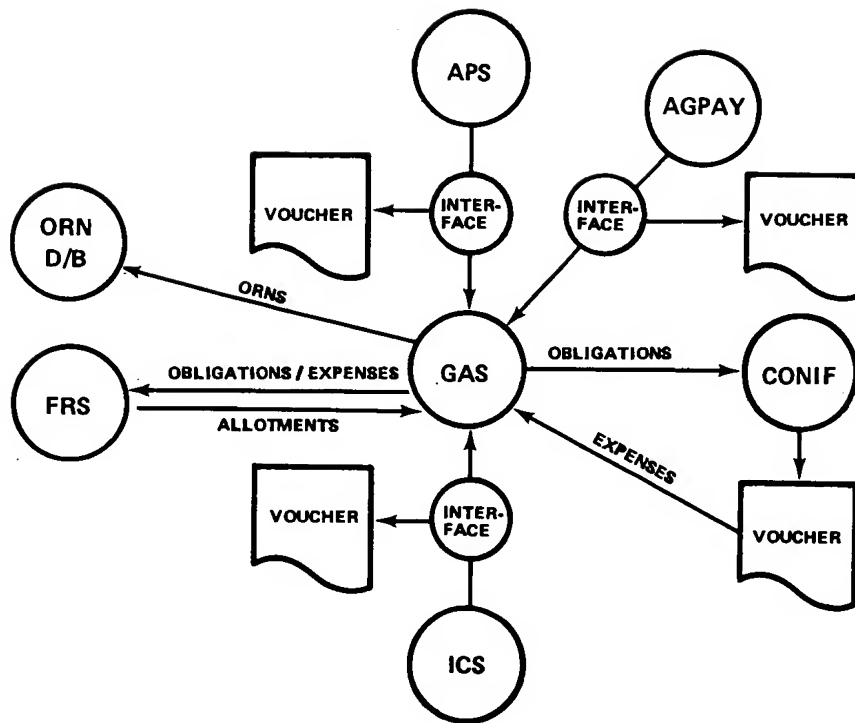
Data Base. A primary concept of GAS requires that most of the data pertaining to a transaction will be captured at the time of obligation and stored in the Obligation Data Base. When subsequent advances and expenses occur, the required data elements will be drawn from the Obligation Data Base, thus eliminating the need for redundant input of data on both obligations and vouchers.

An additional design concept of GAS provides for the utilization of data that is resident in other computer systems. This is accomplished through a unique device known as intersystem communication. Through this method GAS will both provide data to and be supplied with data from other Agency systems. The Automated Payroll System (APS) will provide payroll data; the Contract Information System (CONIF) will provide expense data on contracts and in turn will be provided by GAS with contract obligation data; the Inventory Control System (ICS) will provide data on encumbrances and issues; and the Financial Resources System (FRS) will provide GAS with allotment data while being provided by GAS with data relating to obligations, expenditures, encumbrances and issues to meet FRS requirements for trends and other budgetary reporting.

Transaction codes will be introduced to the Agency's accounting system for the first time. There are two types of transaction codes in GAS. One type affects the Obligation Data Base by establishing or changing data concerning obligations. The other is the transaction code which will generate entries in the General Ledger Data Base. A key feature of GAS is the concept of inputting financial data by the use of a three digit transaction code with each transaction code corresponding to a specific financial transaction. In utilizing the proper transaction code, all necessary general ledger entries are generated by the system to record a specific transaction. For example, if an advance of funds is desired, Transaction Code 010 automatically debits the appropriate advance account based on the "Type Advance" shown on the ORN Data Base and credits a cash account.

Perhaps the most significant advantages of the new system are centered in the area of timeliness of data, ad hoc reporting and the use of source documents for inputting to the system. In a major departure from the current system's practice of monthly update and preformatted reports, the new GAS will update daily all of the general ledger accounts and provide managers with an on-line query capability to the data base at the Project, SOC, ORN level. The concept requires that the results of transactions processed as of the close of business one day be available for query by Agency managers at the beginning of business the next day. These capabilities will reduce the need to maintain manual records. GAS can also provide off-line queries and produce ad hoc reports which are presently compiled manually. Ad hoc reports can be produced within four to 24 hours.

Forms have been designed to permit the use of source documents in lieu of coding sheets, whenever possible, for keying input of data into the system. In addition to relieving the user of transcribing data from a source document to a coding sheet, this capability obviously provides an advantage in elimination of coding errors.

The new system will also generate posting vouchers, currently prepared manually, from the Payroll (APS) and Logistics (ICS) systems, and will automate certain functions, such as closing entries on a daily cycle, that are currently prepared monthly on a manual basis.

The advantages of GAS in both the accounting and Agency-wide resource management functions—validation and rejection of erroneous data; daily update of all ledgers; single entry input using transaction codes; minimal report lag; on-line query capability; ad hoc requests within 24 hours and an expanded data base that will provide more data for managers than any previous system—certainly warrant the air of excitement permeating OF these days.

25X1
25X1A

communications

CENTRALIZED TECHNICAL SUPPORT

In 1971 a pilot program for centralized technical support was instituted by OC Engineering (OC-E), whereby field activities would be able to send items of communications equipment to Headquarters for repair and return. Heretofore, repairs were normally accomplished in the field.

The initial capability was modest and provided for the repair and return of printed circuit boards. These complex plug-in electronic modules lent themselves well to the program because many man hours were required for fault identification and repair. With a small on-hand inventory, the field communications specialist could plug in a good board and send the inoperative one off to Headquarters for repair and return.

No particular urgency was associated with the pilot program and boards were exchanged on a routine basis usually by pouch. However, the savings impact on technician time was quickly recognized by field and Headquarters engineering staffs. It was evident that a wide range of technical assistance could be offered to remote activities by pooling a variety of disciplines and services at one central location. Accordingly, plans were projected to include most communications equipment. Any concern over transport time was overcome by the availability of frequent jet schedules, international and APO mail, as well as pouch service. Acceptable equipment exchange times existed between Headquarters and any given location.

25X1A

The logical spot for large scale program operation was the OC/Technical Support Branch, ⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚⬚ This Branch was a long established and going affair engaged primarily in the test and inspection of electronic equipment. No additional Communications personnel were assigned to the Branch, but some internal realignments were necessary to staff the newly created repair and return facility.

38

25X1A

As time went on, repair and return inventories were built up. Storage requirements were satisfied by the installation of two vertically mounted Select-O-Shelves. Logistics personnel assigned to OC provided the all-important know-how for storage, issue, transportation, stock control, packaging, etc.

25X1A

In June 1973 the Director of Communications approved installation of a signal center at [ ] and also the activation of a special communications channel for the electrical transmission of Technical Support Request (TECHREQ) messages between [ ] and field communications stations. TECHREQ messages were exempted from normal distribution controls. This, in effect, enabled the field specialist to talk directly with the Headquarters specialist about his technical support requirements. There was no need for higher levels of management to become directly involved in this correspondence.

25X1A

Today the program has emerged into a worldwide operation furnishing repair and return service to [ ]

25X1A

[ ] facilities. Most communications equipment or components thereof have been incorporated into the program including the highly sophisticated satellite and computer-controlled message relay systems. Select-O-Shelf storage has grown from two shelves to ten and, as of this writing, another four shelves are on order. Approximately 10,000 line items are in the repair and return inventory ranging from teletype parts to klystrons for SKYLINK satellite terminals. During CY 1975 over 15,000 TECHREQ transactions were handled. To maintain pace with increasing technical workloads, an automatic test equipment used to rapidly locate faults in various components. This system named FIXIT has been in use for several years and has an estimated worth of five bench technicians when programmed to do a particular job. Presently, a new and more versatile computer-based test equipment is being procured that will solve digital, analog and hybrid circuit testing problems. Uncountable technician hours can be expended analyzing this type of circuitry with conventional instruments.

25X1A
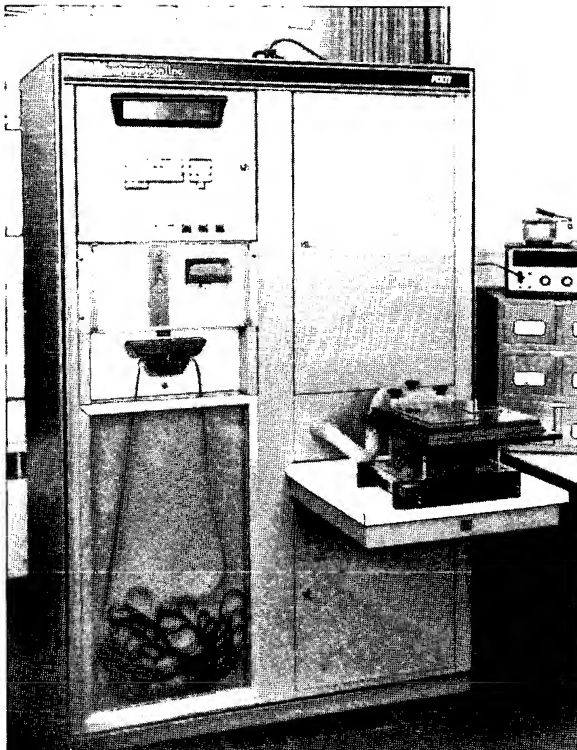
Centralized support has not yet reduced the number of technical specialists needed overseas. It has, however, definitely held the line of the assignment of additional personnel to meet upward trending technical requirements. Further, it has allowed the lowering of field stock levels with an accompanying saving in storage space. Technician travel time is showing a decrease. Also, the program has permitted technician training time to be shortened on certain equipments.

Like any major undertaking, centralized support is not without problems, conflicts and frustrations. It is, however, a useful and forward-looking program and a tribute to the blend of communications and logistics specialists who make it work.

25X1

OC

25X1A

FIXIT

SELECT-O-SHELF

25X1A

DO THEY KNOW — AND HOW

How does the boss know what is going on and what people are thinking? How do people know what the boss wants and what he is thinking? It seems most appropriate to address these two questions in this vehicle known as *Exchange*, which has as its primary mission a communications objective.

Let us personalize the individuals involved in the two questions above. The "boss" involved happens to be the author of this article and the "people" are the eight Office Directors in the Directorate. What are the means through which this group of people communicate, for what purpose, and with what degree of regularity?

Our communications techniques are somewhat specific in nature and each technique is time related. The techniques involved also can be categorized as opportunities for the boss to transmit, the people to transmit, and those that represent a free-flowing dialogue. A goal of the range of our techniques is for opportunities for all three conditions to be present.

The most important and continuing technique is an 8:30 daily morning meeting between the DD/A and the Office Directors (senior O/DDA Staff also present). This meeting allows the Office Directors to state the most important developments of the last 24 hours, comment on significant issues which will arise in the next 24 hours, and raise any questions or problems either for discussion or guidance. The meeting, in turn, allows the DD/A to feedback on the same basis both from the Agency and Directorate point of view. The meeting basically serves two purposes. It allows the DD/A to be kept continually aware of the most significant or pressing issues and, further, allows him to be prepared to be responsive as an attendee at the daily 9:00 morning meeting with the Director. Communications in this session are truly a two-way street.

The technique representing the next greatest importance is a written weekly report from each Office Director to the DD/A. This report has both current and historical value. It allows the Offices to record in such detail as they desire their more important on-going activities, to raise potential problems, and to present statistics concerning activities which allow us to gauge the extent of work. These reports are carefully reviewed by the Executive Officer to the DD/A, the Associate Deputy Director for Administration and myself, and often are the basis for a request for additional information and, at times, guidance.

Our third technique is a monthly one-on-one individual meeting with each Office Director. These sessions are relatively unstructured, each participant developing his own notes. As to matters worthy of discussion in any given session, emphasis with one Office Director could be on personnel recruiting and staffing matters, with another the status of the budget, and with a third a problem that may have developed in relationships with another Directorate. Mat-

ters are frankly discussed and the sessions represent an excellent opportunity to ensure the policies are properly interpreted and that both participants are equally aware of Office activities, problems, plans, and accomplishments.

The fourth technique is a general staff meeting held on the last Friday of each month and attended not only by the Office Directors, but also their Deputies. These sessions generally have a guest speaker—recent invitees have been Messrs.[   ] and Knoche—and the selected speakers give the audience an opportunity to both keep current on general Agency matters as well as engage in a dialogue with the guest. The second part of the session is designed to allow any attendee to raise questions or issues of general applicability and obtain the reaction or suggestions of the remainder of the group.

The fifth example is our bimonthly BMO meetings. It is my opinion these are of particular value not only because of the

44

25X1A

substance but also because of the attendees. Representatives of the DDA Staff are present and each Office Director brings at least his Deputy and Senior Planning Officer. Most Offices have additional personnel in attendance. Progress made on meeting the objectives is reviewed, problems encountered are discussed, and a true professional dialogue is carried on. The sessions generally contain a review of Office participation and accomplishments in EEO programs, as well as adherence to the major personnel objectives reflected in the Annual Personnel Plan.

A sixth means of establishing better communications relates to Office staff meetings. The Associate DDA and I alternate on a monthly basis attending scheduled Office staff meetings. These visits provide an excellent opportunity to get to know a broader level of management and to permit us to get useful feedback from supervisors below the Office Director level on their problems, concerns, and accomplishments.
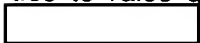
The seventh and last example of our 25X1A system of ensuring communications is the annual DD/A Conference. The Conference takes place _____ with participation by the DDA, A-DDA, 25X1A the Office Directors, and senior staff members. A rather formal agenda structures the Conference, with sufficient free time for discussion and informal exchange of ideas. To a large extent, significant problem areas affecting the Directorate as a whole are reviewed and action items for the coming year are established. Policy issues are discussed and major decisions are reached, particularly as they pertain to larger range goals. In a very real sense, this Conference serves to bind together the Directorate senior officers with a degree of collegiality that is difficult, if not impossible, to obtain in the formal atmosphere of the Headquarters Building.

One cannot overstate the importance of two-way communications as a vital and essential contribution to the efficient and

25X1A

intelligent conduct of the business of any organization. The above techniques and communications, while perhaps neither ideal nor perfect, appear to be sufficient to ensure that the senior officers of the Directorate are constantly aware of problems and developments and also represent both continuing and scheduled opportunities to raise questions and discuss issues.

John F. Blake
Deputy Director for Administration

25X1
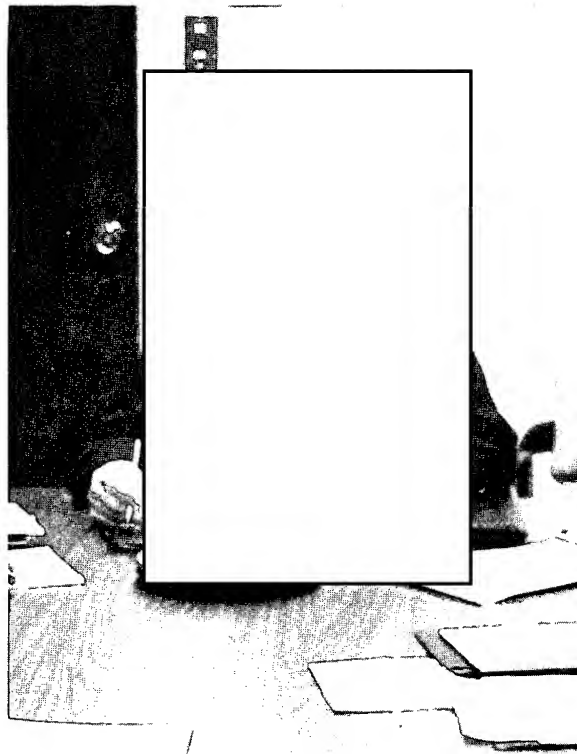
25X1A

THE NAME OF THE GAME IS CLAIMS

From start to finish, a day in the life of an insurance claims examiner is seldom dull. First of all, the title insurance claims examiner is in itself a misleading one. A claims examiner has to be many people rolled into one, a detective, an accountant, a handwriting analyst and unfortunately, a mind reader. From the very beginning of our day we are faced with one challenge after another. For just as no two people are alike, no two insurance claims are alike.

Processing an insurance claim is much like solving a jigsaw puzzle. It must be laid out and examined piece by piece before we begin. If all the necessary information is included with the claim or is a matter of permanent record, processing a claim can be fairly easy. However, if more information is needed (which is very often the case), processing can take longer. Some claims can be processed in a few minutes while some can take several hours. If we do need additional information, we can sometimes

obtain it by phoning the doctor or hospital involved. In many cases, however, information is released to us only by written request. Rather than delaying your claim, we may call you directly. The information we seek is usually a diagnosis or a clarification of an entry made on the claim form. We understand when some people are reluctant to discuss their claims, but the information is necessary to assure that full benefits are provided.

Our day can at times be hectic and the interruptions seemingly endless with calls from policyholders, doctors, and hospitals. We answer requests for claims forms, brochures, and status of a pending claim. All this, in addition to processing claims. One must have the patience of Job and the concentration of a chess master.

There is a lighter side to being an insurance claims examiner which cannot be measured—only felt. First, the work is steady. We have about 500 health insurance claims to process each week. There is also a feeling of helping people that one

cannot realize in many jobs. It is an extra bonus when we receive a call from someone who says thanks.

So when you get that settlement form and check, remember a claims examiner has worked very hard to prepare it for you. Knowing that the claims examiner has checked everything thoroughly assures you that you are receiving the most from your policy.

OP

25X1

25X1A

DO YOU QUALIFY FOR A SENIOR OFFICER SCHOOL?

Every year the CIA Training Selection Board sends 18 well-qualified officers to the Senior Officer Schools. These schools are designed to prepare officers for high command and staff duty in the CIA.

The following schools are included in the Senior Officer School program:

Air War College
Armed Forces Staff College
Army War College
Industrial College of the Armed Forces
National War College
Naval War College
Program for Management Develop-
ment, Harvard University

State Department Senior Seminar in
Foreign Policy

Air War College

Location	:	Maxwell Air Force Base, Montgomery, Alabama
Dates	:	August to June
Grade level	:	GS-14 & GS-15
Age	:	No age specified
Objective	:	To develop an understanding of military strategy in support of national security policy and to ensure an intelligence contribution to the development and employment of aerospace power.

Armed Forces Staff College

Location	:	Norfolk, Virginia
Dates	:	Two sessions (Feb-Jun & Aug-Dec)
Grade level	:	GS-12 and above
Age	:	30 to 40 years
Objective	:	To promote understanding between higher echelons of the Armed Forces and other government agencies contributing to national security.

25X1

25X1

Industrial College of the Armed Forces

Location : Fort McNair; Washington, D.C.
Dates : August to June
Grade level: GS-15 or above
Age : 35 to 45 years
Objective : Study in national security with emphasis on management of national resources under current and predicted environments.

25X1

National War College

Location	:	Fort McNair; Washington, D.C.
Dates	:	August to June
Grade level	:	GS-15 (FSO-3) or above
Age	:	38 to 45 years
Objectives	:	Formulation and conduct of national security policy; and study of the nature of national power, the national interests and objectives of other nations, and ways to avoid armed conflict.

Army War College

Location	: Carlisle, Pennsylvania
Dates	: August to June
Grade level	: GS-14 and above
Age	: 35 to 45 years
Objective	: To advance interdepartmental and inter-service understanding. Emphasis is placed on Army doctrine and operations.

Naval War College

Location	: Newport, Rhode Island
Dates	: August to June
Grade level	: GS-13 to GS-15
Age	: 35 to 45 years
Agency service	: 14 to 23 years
Objective	: Promote an understanding of sea power and maritime strategy, a comprehension of international affairs, an appreciation of the contribution to national security of each of the military services and other government agencies, proficiency in planning and conducting naval, joint and combined operations, and sound military judgment.

25X1A

Program for Management Development, Harvard U.

Location : Boston, Massachusetts
Dates : Two sessions (Feb-Jun & Sep-Dec)
Grade level: GS-13 to GS-15
Age : 30 to 40 years
Experience : Minimun five years management
Objective : To meet the requirements of younger officers, currently filling responsible positions at the operating level, who have demonstrated by performance that they are potential top-echelon managers. The program is designed to aid managers in penetrating the functional barriers that limit a mutual appreciation of the capabilities, limitations, and problems of the basic operating units in a given business.

State Department Senior Seminar in Foreign Policy

Location	:	State Dept., Washington, D.C.
Dates	:	September to June
Grade level	:	GS-16 and GS-17
Age	:	40 to 50 years
Objective	:	To provide an opportunity for a free and vigorous inquiry into some of the complexities of foreign policy and U.S. domestic problems. It aims to broaden and deepen the thinking of its members with regard to domestic and foreign affairs. It seeks to stimulate their creative power and to enhance their capacity to make thoughtful judgments.

25X1A

The Agency's DDA subcareer boards and the Senior Personnel Resources Board give careful attention to matching professional qualifications to the schools' criteria. The officer's ability to ably represent the Agency at a Senior Officer School is also taken into consideration.

Are you interested in being considered for a Senior Officer School? If so, contact your Component Training Officer for further details. [   ]

[   ] DDA/CMO

25X1

IN CONCLUSION

25X1A

_____ and I are old friends and so it
was a real pleasure to meet her unexpect-
edly after her return from a field assign-
ment. The corridors echoed once again the
same questions which are so often heard in
this building. "When did you return?"—"Did
you enjoy your tour?"—"What are you
doing now?"

Lou enthusiastically described her new
assignment. She is in charge of the OTR
Media Center and has become a mission-
ary in spreading the word. I found her
description of the Center most interesting
and informative and said, "Why don't you
write an article for *Exchange*?" Lou took me
up on the suggestion and her article
appears in this issue under Forum.

What are *you* doing now? Is your answer
the nucleus of an article in the next issue of

25X1

Exchange? _____

H. A. V.

SECRET

25X1

Next 3 Page(s) In Document Exempt